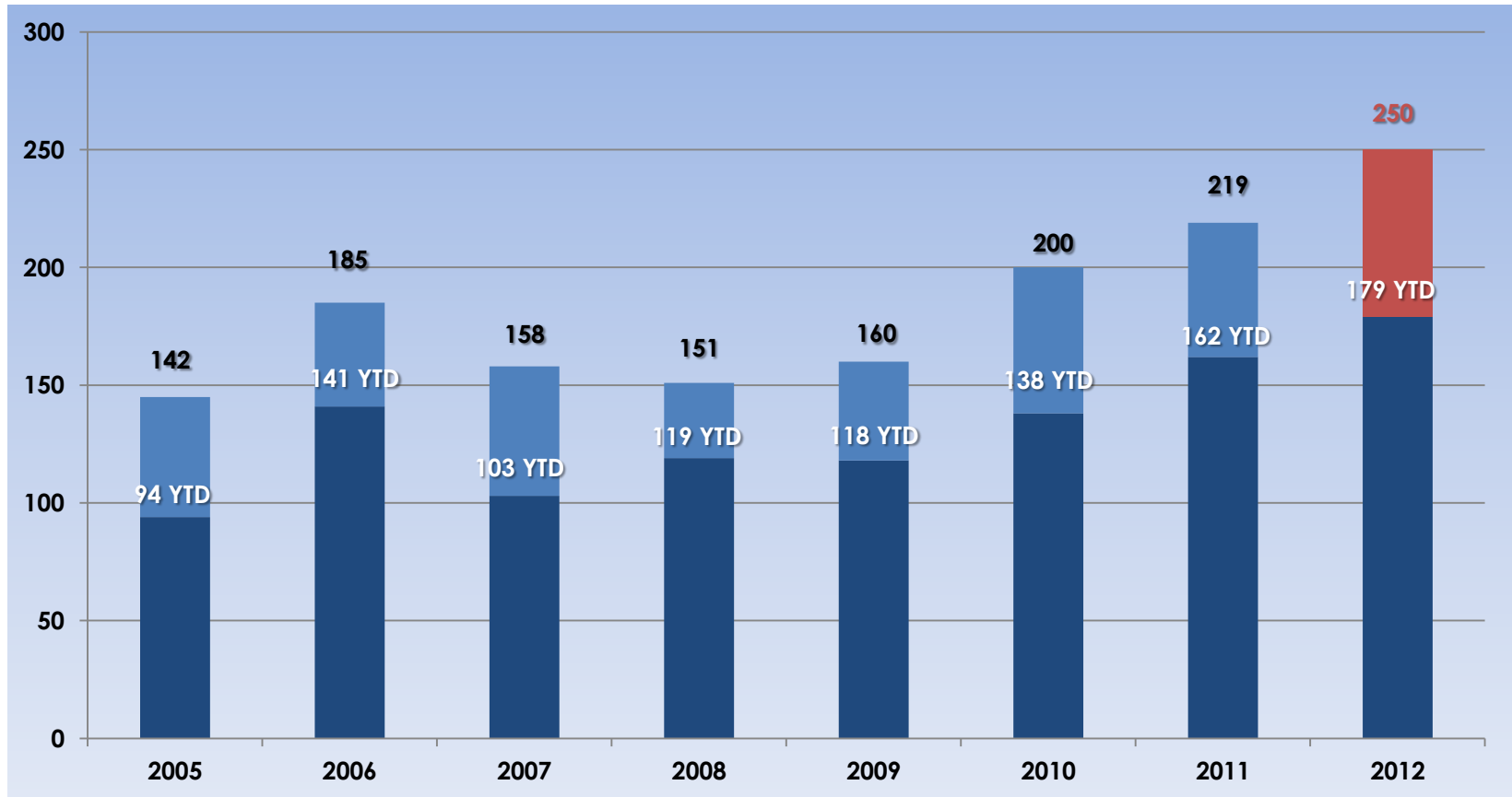


IEDC BOARD OF DIRECTORS

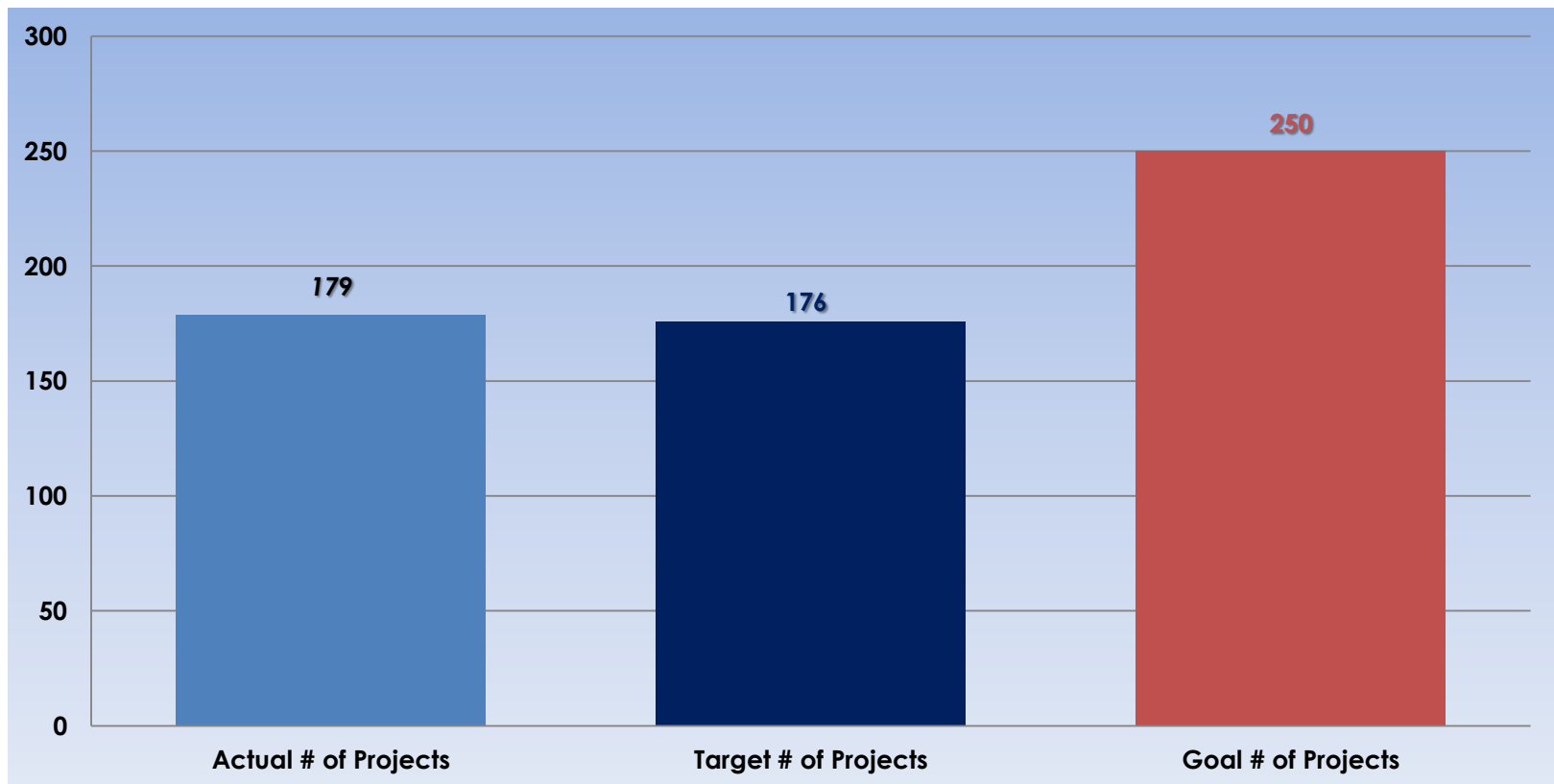
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TOTAL COMPETITIVE PROJECTS

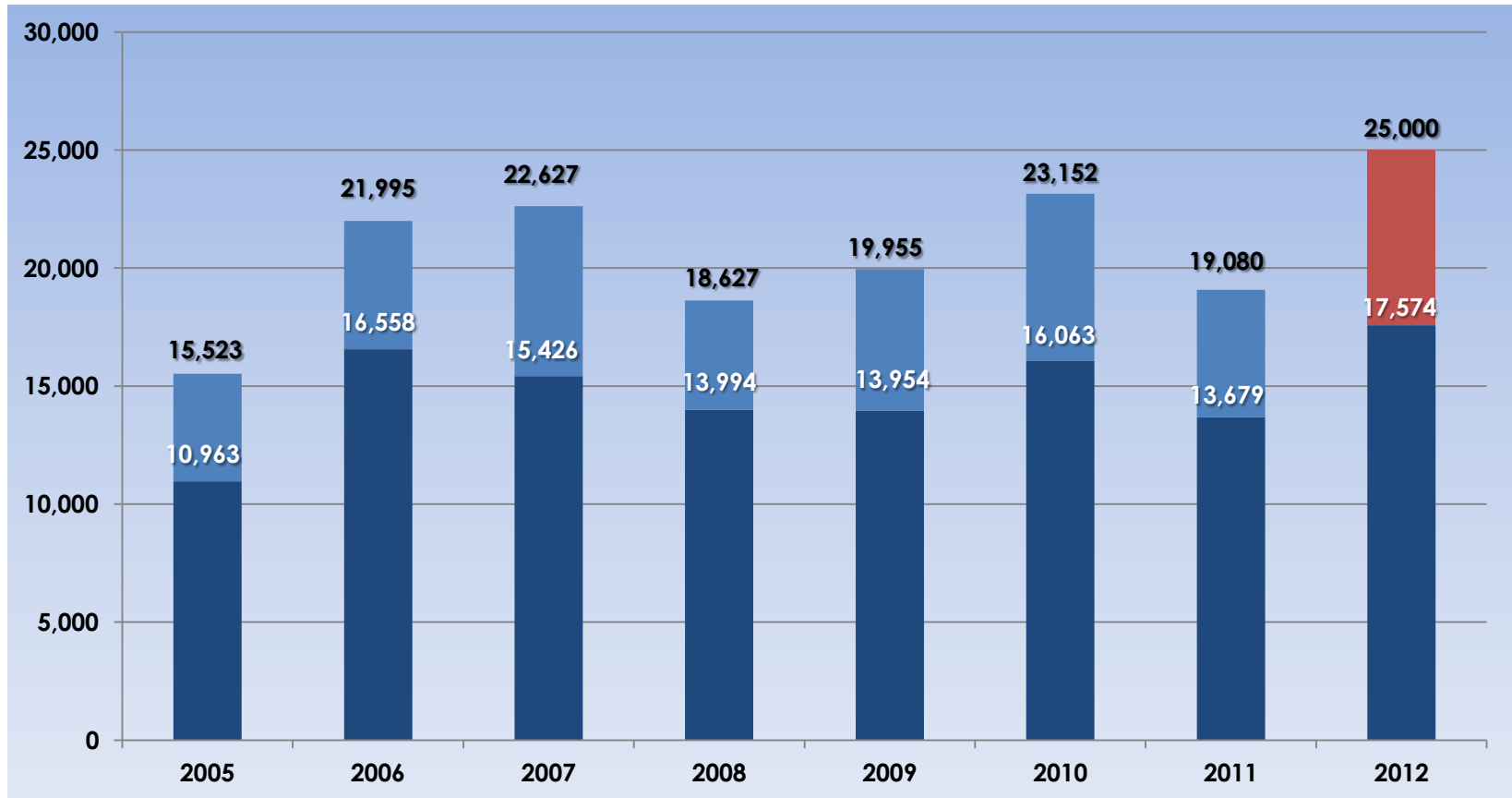


12 MONTH GOALS

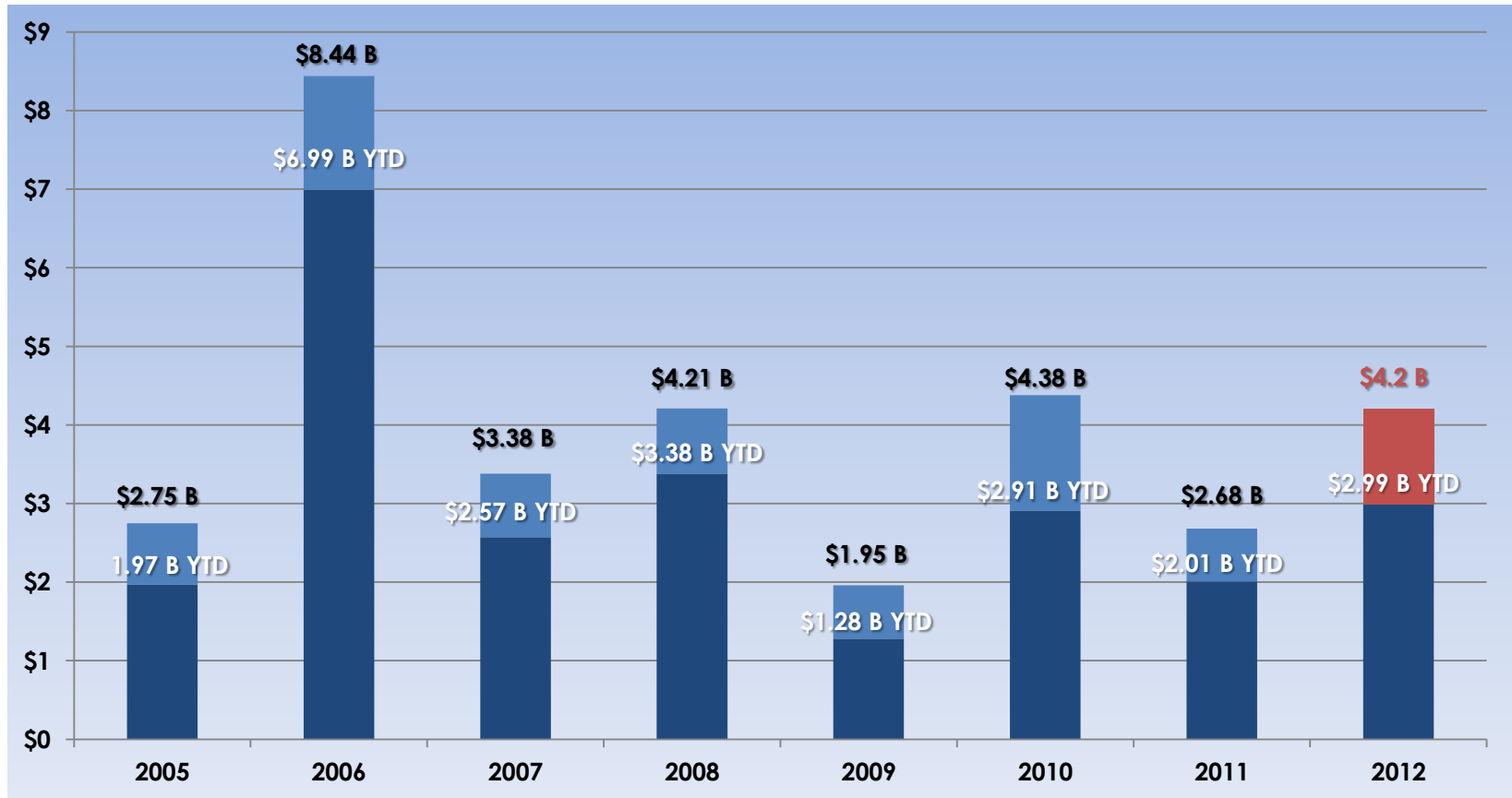
12 MONTH PROJECT COMMITMENT GOALS (JAN.1-DEC. 31, 2012)



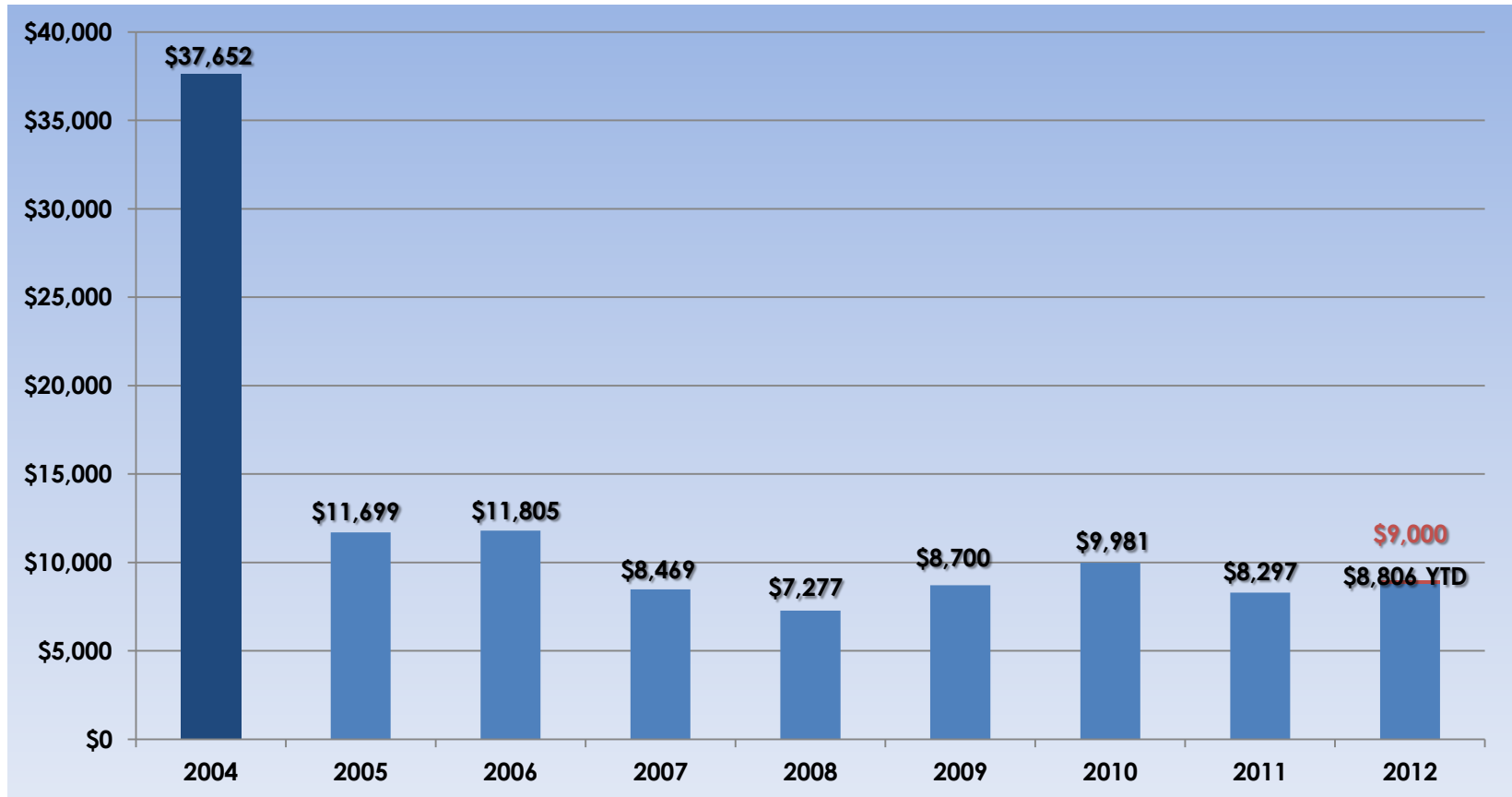
PRIVATE SECTOR JOB PROJECTIONS



PRIVATE SECTOR INVESTMENT PROJECTIONS



CONDITIONAL INCENTIVES PER JOB



■ Goal

As of 9.18.12

HOOSIER AVERAGE WAGE



AN EIGHT-YEAR JOURNEY

SINCE 2005 INDIANA HAS CULTIVATED A PRO-BUSINESS CLIMATE FOR RECORD ECONOMIC DEVELOPMENT SUCCESS

YEAR	TOTAL PROJECTS	PROJECTED NEW JOBS	PROJECTED CAPITAL INVESTMENT
2012 YTD*	179	17,574	\$2,996,355,972
2011	219	19,080	\$2,681,629,249
2010	200	23,152	\$4,382,803,801
2009	160	19,955	\$1,951,932,800
2008	151	18,627	\$4,219,729,598
2007	158	22,627	\$3,382,319,020
2006	185	21,995	\$8,442,352,600
2005	145	15,523	\$2,754,993,000
TOTAL	1,397	158,533	\$30,812,116,040

*As of 9.18.12

"We set out to build the best sandbox in America, a place where men and women of enterprise knew that, if they risked a buck on their idea or their dream, they would have the best possible chance to get it back, with something left over they could use to hire the next Hoosier."

- Governor Mitch Daniels, 2012 State of the State Address

PROJECT WIN REPORT

APPIRIO, INDIANAPOLIS

- ▶ A San Francisco-based cloud service provider that helps enterprises power their business with cloud applications and platforms like salesforce.com, Google and Workday.
- ▶ 300 projected new jobs
- ▶ \$2.58 million capital investment
- ▶ **Key Deal Factors:** Appirio sought to locate its new office and cloud computing development center in an IT-focused market with access to top-flight talent from great universities.



"Opening an office and cloud development center in Indianapolis gives Appirio access to a large, highly educated talent base with close proximity to customers and partners."

- Chris Barbin, chief executive officer of Appirio

TOP TEN REASONS TO LAND YOUR TECH BIZ IN INDIANAPOLIS

BY NICK MARSON, APPIRIAN & PURDUE UNIVERSITY GRADUATE

10. Stability. The state of Indiana boasts a balanced budget, low corporate tax rates, and an AAA credit rating from S&P, Fitch, and Moody's.

9. Incentives. Indiana offers an impressive list of tax credits & exemptions for companies interested in bringing their business to the state.

8. The Talent. Over 35 colleges and universities pump out high-tech talent every semester including standouts Rose-Hulman Institute of Technology, Purdue School of Engineering and Technology (my alma mater, of course), and Indiana University's Kelly School of Business (No. 2 among public MBA programs- The Wall Street Journal).

7. The Capital. Over 40 venture funds & angel investment groups are located in Indiana including Halo Capital Group and Gravity Ventures.

6. The Tech Scene. You get to join Appirio and other great technology companies like Exact Target (NYSE:ET), Angie's List (NASDAQ:ANGI), and Interactive Intelligence (NASDAQ:ININ).

5. Startup Success. The tech startup ecosystem in Indy is alive and well thanks to Indy-based groups like TechPoint and Verge and Indy's elite entrepreneur clubhouse The Speak Easy.

4. Affordable Energy. Still have servers? Appirio can help you reduce your dependency on your data center AND Indiana's highly efficient electric power transmission infrastructure will grant you some of the lowest energy costs in the country.

3. Clients will Beg to Visit. Indianapolis has played host to Super Bowl XLVI, dropped the green flag on the largest single-day sporting event in the world (Indianapolis 500) almost 100 times, and boasts an easy-to-navigate, world-class conference center downtown.

2. People Love to Live in Indy. The low cost of living, central location, and thriving culture make Indianapolis a great place to work and live.

1. Appirio has chosen Indy for their second U.S. location. Join us and revolutionize an industry! Appirio's new Cloud Development Center houses a team of cloud experts that can help enterprises achieve dramatic results from cloud applications and platforms like salesforce.com, Google, Workday and Amazon Web Services.

GOOD NEWS STORY

SUGAR CREEK PACKING, CAMBRIDGE CITY

- ▶ An Ohio-based food manufacturer will locate a manufacturing operation in the former Really Cool Foods production facility.
- ▶ 400 projected new jobs
- ▶ \$28.5 million capital investment
- ▶ **Key Deal Factors:** Sugar Creek was attracted to the fairly new food grade building in Wayne County. Other factors included the availability of a skilled workforce, proximity to the company's headquarters and existing plants in Ohio.



The former Really Cool Foods facility in Cambridge City was purchased by Sugar Creek.

PROJECT LOSS REPORT

JANESVILLE ACOUSTICS, *Huntington*

- ▶ An attraction opportunity for an acoustical and thermal fiber insulation manufacturing plant.
- ▶ 281 projected new jobs
- ▶ \$10.8 million capital investment
- ▶ Company considered Huntington, Ind. and Battle Creek, Mich.
- ▶ **Key Deal Factors:** Janesville selected Battle Creek for the project based on logistics to its customer base and proximity to an existing technical training facility in Michigan. Also, the site will allow its workers to be trained at Kellogg Community College.

"They talked a great deal about the quality of the workforce and the value of the training and development programs were a key at Kellogg Community College's Regional Manufacturing Technology Center."

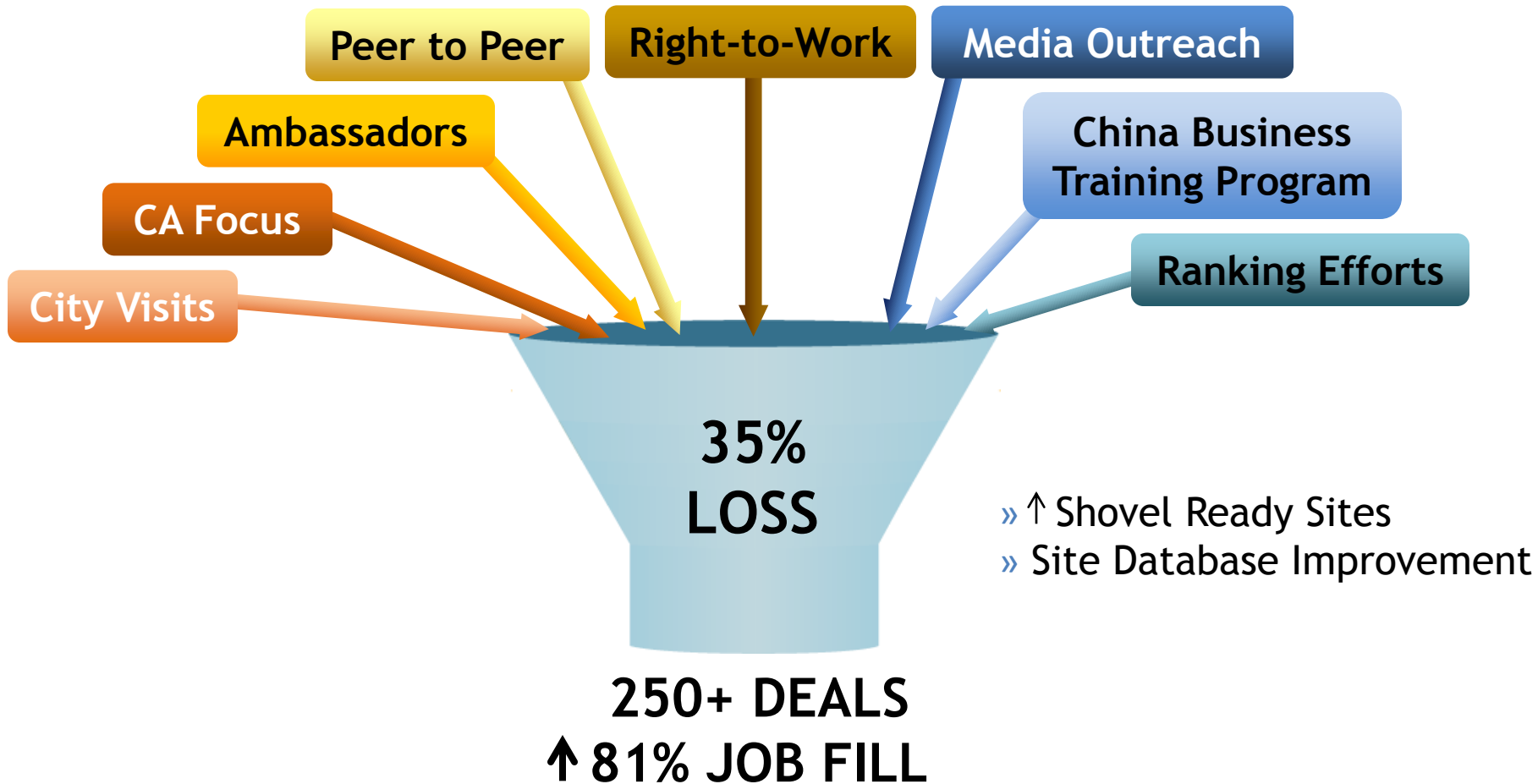
- Karl Dehn, chief executive officer of Battle Creek Unlimited

COMPLIANCE REPORT

	Q3 (IN MILLIONS)	TOTAL Q2 (IN MILLIONS)
AMOUNT PURSUE	+\$0.1	\$13.3
\$ Collected	+\$0.3	\$5.1
Performance Workout	+\$0.4	\$0.5
Unrecoverable	--	\$3.0
In Collection	+\$4.9	\$4.7
Receivable	--	\$0

(projects originating 1994 to present)

2012 STRATEGY MAP



RIGHT-TO-WORK RESULTS

SINCE THE PASSAGE OF THE NEW LEGISLATION:

► 76 companies have communicated to the IEDC that Indiana's enactment of right-to-work will factor into their decision-making process of where to locate current projects.

► 59 of these projects have progressed to the pipeline stage, accounting for the potential of more than 7,800 new jobs and \$1.7 billion in investment.

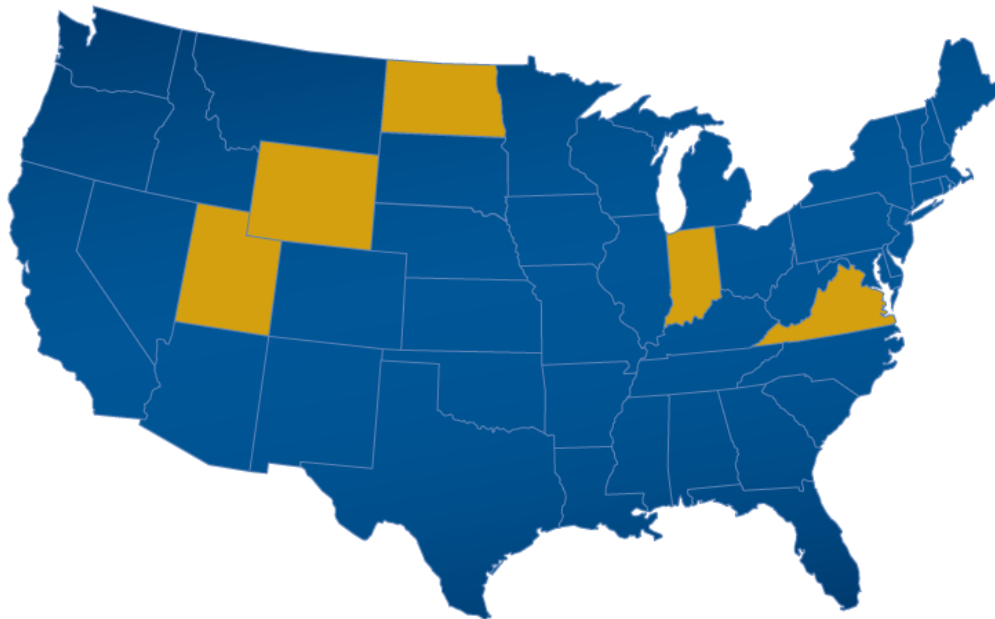
► Of these 59 companies, **25 companies have already accepted the IEDC's offer, accounting for more than 3,000 projected new jobs and more than \$348 million in investment.**



"Then the right-to-work bill passed... and all of the dominos lined up. We were looking at other places, but Albion is home. We have a great workforce," said Nick Busche at an announcement that Busche will add up to 120 new jobs in Albion.

TOP 5 PRO-BUSINESS STATE

UP 23 SPOTS FROM 2010 EARNING TITLE “MOST IMPROVED STATE”



**Midwest leader
and 5TH nationally**



August 2012

"Under Governor Daniels' leadership, Indiana became the first Great Lakes or New England state to become a right-to-work state. Indiana legislators also made significant changes to their state's workers compensation regime. Indiana property taxpayers saw substantial saving compared to previous years thanks to statewide tax caps on their property tax bills. These factors were instrumental in raising Indiana's pro-business rank."

- Dr. Ronald R. Pollina, co-author of the Pollina Corporate Top 10 Pro-Business States study

INDIANA AMBASSADORS

AMBASSADOR RECRUITMENT EFFORTS

- ▶ Indiana Ambassadors is designed to encourage business leaders to advocate Indiana as a great place to do business.
- ▶ It is a way to communicate our top resources, our people and what the IEDC is doing to further economic development in Indiana.
- ▶ It can be a way to build partnerships and drive initiatives to benefit both business and the State.

RESULTS

- ▶ 130 Ambassadors
- ▶ 1 closed referral: Solarzentrum North America plans to invest \$7.89 million to locate a new facility in Osgood, creating up to 140 new jobs.

INDIANA'S INTERNATIONAL STRATEGY

**44 INTERNATIONAL PROJECTS ARE ON THE PIPELINE &
27 INTERNATIONAL PROJECTS HAVE BEEN ACCEPTED THIS YEAR**

PRIOR IEDC INTERNATIONAL OFFICES

- ▶ **Pre-2005:** Export focus; IEDC-era formed partnership with U.S. Dept. of Commerce to support Indiana exports.
- ▶ **2005-Present:** Focus on attracting foreign direct investment (FDI).
- ▶ **2012:** Rebalanced IEDC's financial and structural resources **to match market opportunities.**

2012 IEDC INTERNATIONAL OFFICES

- ▶ **Australia**
 - No renewal of contract
- ▶ **China**
 - Shift from contractor to dedicated China office
- ▶ **Europe**
 - New representative in **Germany** with increased resources
- ▶ **Japan**
 - Increased resources
- ▶ **Taiwan**
 - Smaller presence in Taipei

CHINESE BUSINESS & INVESTMENT TRAINING PROGRAM

FIVE-DAY TRAINING PROGRAM FOR 12 CHINESE BUSINESS EXECUTIVES IN INDIANA

- ▶ Market entry strategy formulation
- ▶ Business environment orientation
- ▶ Shortened from two weeks based upon feedback from China
- ▶ Scheduled for first week of December

PROGRAM SPONSORS

- ▶ Purdue and Indiana Universities
- ▶ China International Association of Small & Medium Enterprises

Workforce 2.0

**Providing Hoosier Companies
with a World Class Workforce**



Confidential - Draft

Workforce 2.0 Pilot Project Objective

Prepare Hoosiers to participate in a 21st century economy by creating a Public Private Training Partnership that is efficient, customer focused, measurable and deliverable in communities across Indiana



Mission

Ivy Tech Corporate College is the premier provider of quality workforce training solutions for the needs of business, industry, organizations, and individuals. Corporate College will contribute to business success through talent development, organizational improvement, and increased productivity and profitability.



How We Deliver

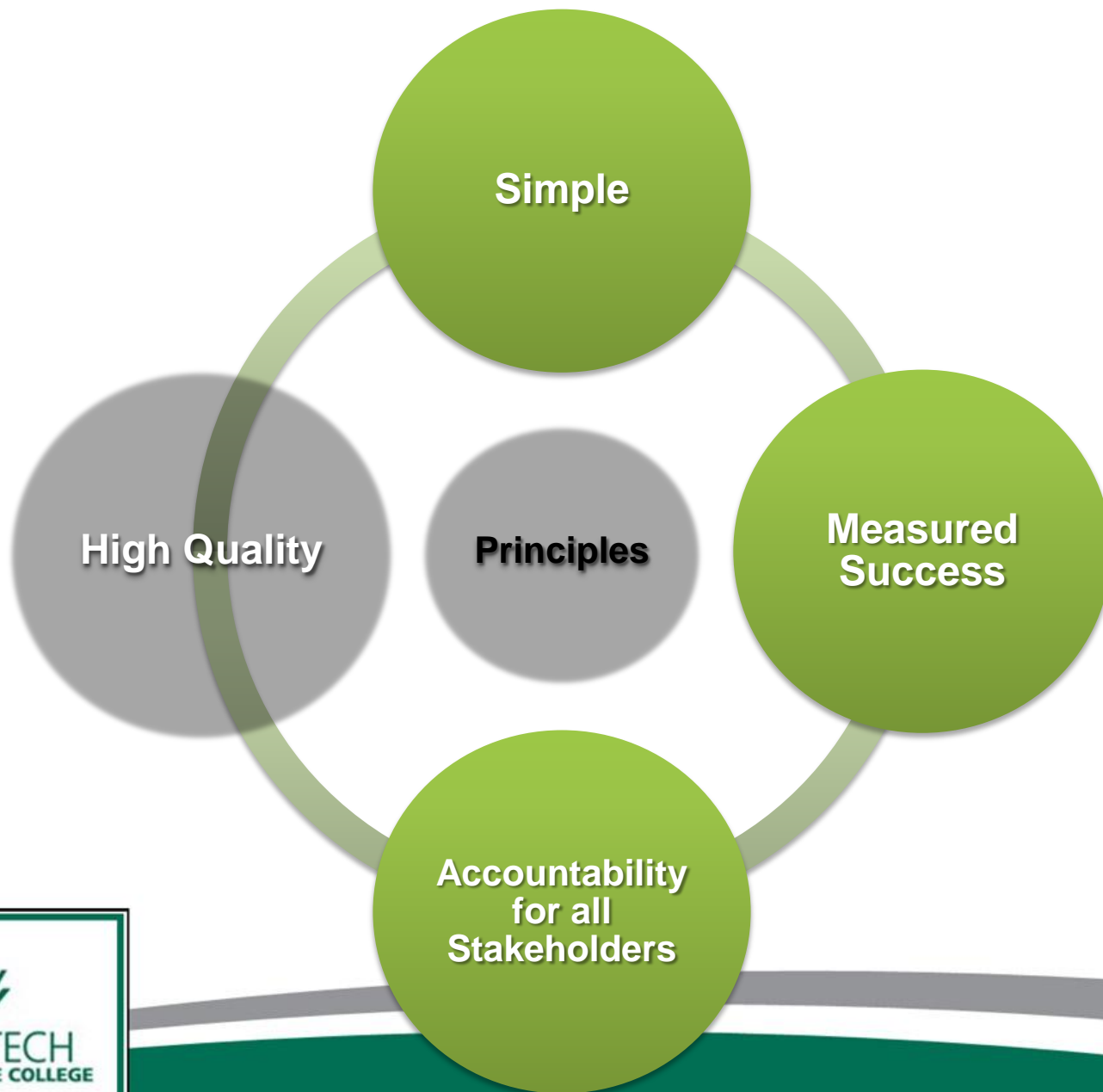
National certifications often
crosswalk into Ivy Tech
Community College
academic credit

Traditional

Online

Hybrid





How it Works

- Ivy Tech Corporate College and IEDC identify companies ready to hire new employees
- Ivy Tech consults with companies to build a certificate based quality training solution that meets a company's need



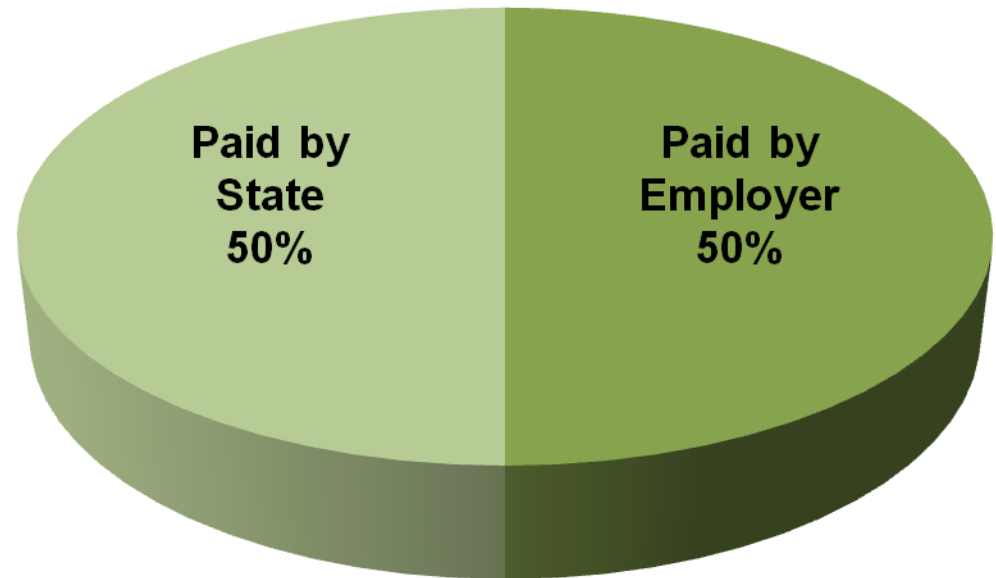
How it Works

- Candidates for training and employment are jointly identified by the company and Ivy Tech
- Employer guarantees employment (either immediately or at the completion of training) to candidates that successfully complete Ivy Tech training



Source of Funding

- Employer pays 50% of the cost of training employee
- State pays 50% of the cost of training employee (Utilizing SEF)

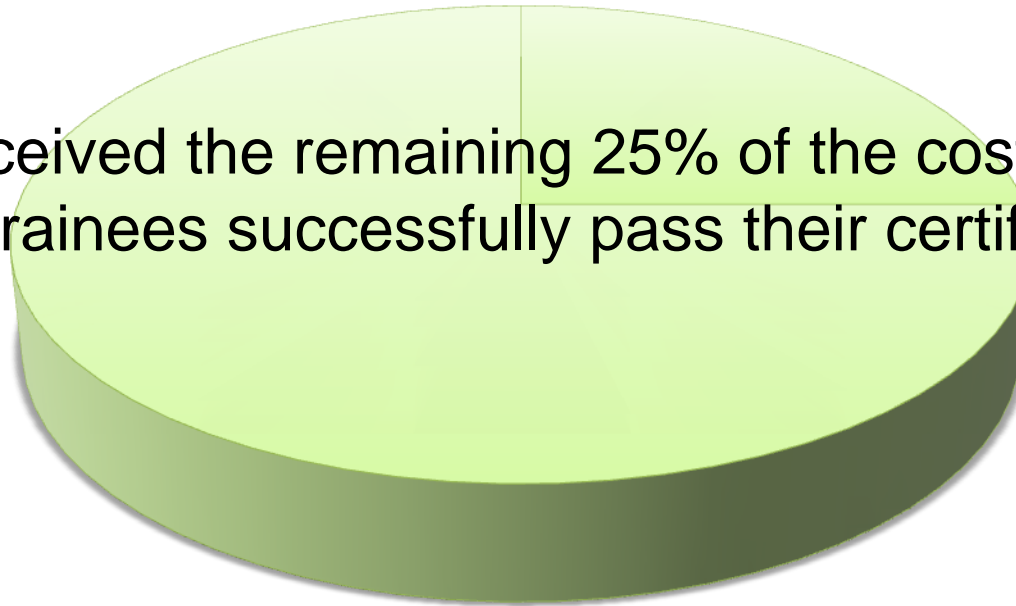


This is in the form of a “loan” to the student



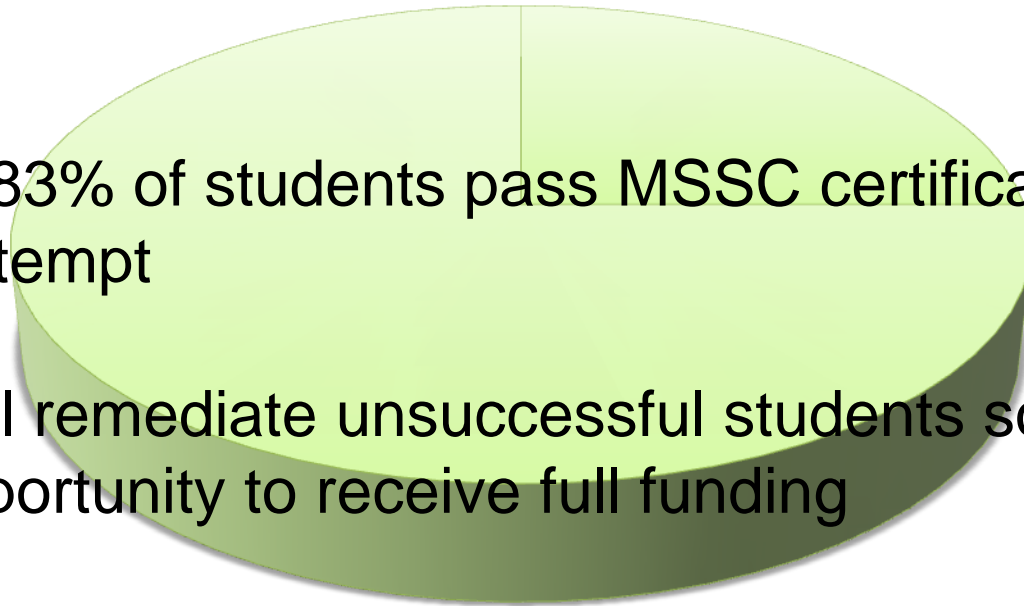
Source of Funding

- Ivy Tech is paid 75% of the cost of training at the beginning of training
- Ivy Tech received the remaining 25% of the cost of training only when trainees successfully pass their certification test



Ivy Tech's Accountability

- Full payment **only** received when trainee successfully certifies
- Nationally, 83% of students pass MSSC certification on their first attempt
- Ivy Tech will remediate unsuccessful students so that it has a better opportunity to receive full funding



How it Works

Subject to the employee not committing a terminable offense, employer agrees to retain newly certified employee for 1 year

Employee agrees to join the sponsoring company for 1 year

Loan from employer is forgiven if employee remains employed by sponsoring company for one full calendar year from date-of-hire or date of certification (whichever is later)



Loan Structure

Contract between employer and trainee for guaranteed hire at the beginning of or conclusion of training for one year

If employer fails to fulfill obligation, loan to the employee is forgiven

If trainee fails to honor commitment, employer's portion of the training cost can be collected from employee by employer



Loan Structure

- ✓ Loan is a private contractual arrangement between the employer and the employee
- ✓ Responsibility to collect from the employee should terms not be fulfilled falls solely with the employer



Employee/Employer Benefits

Employee Benefits

- Earns a nationally recognized, portable certificate/credential
- Credential can be cross walked to academic credit
- Guaranteed a job for one year

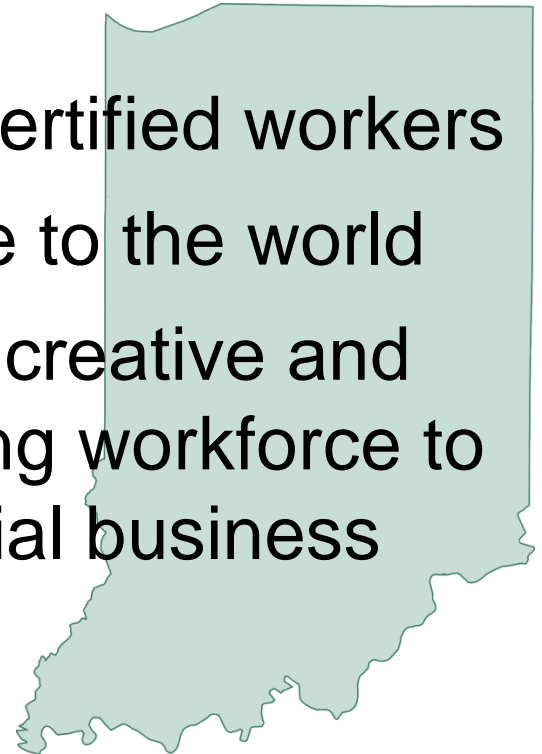
Employer Benefits

- Turnkey solution to create a talent pipeline that promotes a succession mentality
- Hires an employee with a quantifiable skill set
- Reduces turnover expense and onboarding costs
- Trains his/her workforce to national standards for \$.50 on the dollar



Indiana Benefits

- Indiana builds a workforce of certified workers
- IEDC sells up-skilled workforce to the world
- Program demonstrates state's creative and streamlined approach to training workforce to current businesses and potential business targets



“Any company has to recognize that not only is the human capital of their employees a major asset, it is also a depreciating asset that needs continuing investing.”

- Gary Becker, Nobel Laureate



IEDC BOARD OF DIRECTORS

9.20.2012